



28 SEP 1978

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Saturday Morning Conference on  
Personnel Policy

Jack:

I am offering you the following <sup>Personal</sup> comments keyed to the "expected initiatives" of the Director. Ninety percent of it I know is unnecessary. Nonetheless, here it is:

I. Career Management

- a - In existence. Perhaps can be improved. Need teeth to force employee to read.
- c - Some degree of seniority is necessary to be able to come up with broad options. Unless you are supervisor's pet he or she is up for criticism. Supervision is always susceptible to criticism.
- d - Carlucci has already met with Bowie on this. We can create flexibly-graded positions depending on the incumbent's degree of expertise. DDO at any one time always has a number of non-managers (case officers,  For the future, given the specific losses (i.e., language) from Phase I & II cuts, they do need this kind of track advertised and are aware of it.

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### III. Promotions

- b - The fitness report comments by supervisor and reviewer should not be confused with panel rankings. The employee is encouraged to consult the CMO as to panel ranking, etc. The DCI is arguing against the General Camm secretary in this case.
- c - S.O.P.
- d - Unfortunately established as a duty.
- e - I don't understand "explicit" vs. "written."
- f - I bow to your penmanship.
- g - You have a paper on this in the book.
- h - Agree in principle.
- i - Agree. 1979 figures are in APP and we await DDCI's signature to basic document before telling Career Service Heads to publish.
- j - Can be interpreted as backlash discrimination.

### IV. Assignments

- a - This concept is already in the uniform promotion language; i.e., additional consideration to those recommended who have "inter" experience.
- b - 

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 intra service (1 July 77 to 30 June 78).  
inter service (1 July 77 to 30 June 78).  
  
intra projected FY 1979.  
inter projected FY 1979.
- c - It exists but I don't know if it's adequate. Probably depends on the individual employee's experience.
- d - Obviously never.
- e - Bowie/Stein clash.

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- f - Conflict with the basic mission -- we are in a business that often transcends personal interest.
- g - You have paper. The difference between Office, Directorate and Agency-wide Vacancy Notices is apparently difficult to grasp. If you cannot fill it Office-wide, you move on to the next until you do. Dangers to the career management precept as the heart of the PDP.
- h - You have set up working group.
- i - Of course.
- j - TV.

V. Other

- a - Done and approved through 1979 and also tentative figures for 1980. Lateral entry directly affects younger professionals' careers.
- b - "Notes from the Director" and "DDA Exchange" should suffice.
- c - 1. Annual Recruiter Conference and regional mini-conferences semi-annually.
- 2. Time charts you have. We are dealing in general with DCI perceptions of employee perceptions. Perhaps we should come up with cosmetics.
  - Item: Put heat (deadline) on applicant to speed up preparation of PHS.
  - Item: Put heat on component to make hire/no-hire decision (seven-day deadline).
  - Item: Put heat on applicant to EOD soonest.
  - Item: Develop Triple A applicant concept to recruiters -- together with this AAA rating when recruiter satisfied applicant fits more than one component

requirement, then OP decides and informs applicant that subject to security/medical approval, job offer is firm. Will cause small number of directed assignments.

3. This is P.R. and does not affect recruiting results.

4. We are specifically tailoring now; i.e., Minority Coordinators, etc. Much more will cause backlash. However, some cosmetics may be possible.

d - In existence.

e - Already computerized with components being notified when delinquent. Personnel Management Evaluation Staff [ ] et al.) will be monitoring.

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[ ]  
F. W. M. Janney

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